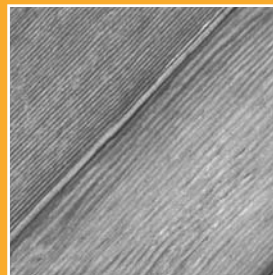
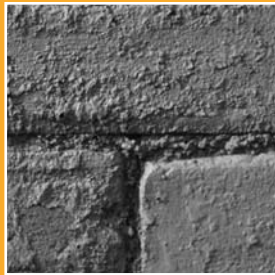


20



STRATEGIC PLAN

11

California Architects Board

Public Protection Through Examination, Licensure, and Regulation

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Introduction

Each day, millions of Californians work and live in environments designed by licensed architects. The decisions of architects about scale, massing, spatial organization, image, materials, and methods of construction impact not only the health, safety, and welfare of the present users, but of future generations as well. To safeguard the public health, safety, and welfare; reduce the possibility of building failure; encourage sustainable and quality design; and provide access for persons with disabilities, those who are authorized to design complex structures must meet minimum standards of competency. It is equally necessary that those who cannot meet minimum standards by way of education, experience, and examination be prevented from misrepresenting themselves to the public.

The California Architects Board (CAB) was created by the California Legislature in 1901 to safeguard the public's health, safety, and welfare. The activities of CAB benefit consumers in two important ways.

First, regulation protects the public at large. The primary responsibility of an architect is to design buildings that meet the owner's requirements for function, safety, and durability; satisfy reasonable environmental standards; and contribute esthetically to the surrounding communities. To accomplish this, the architect's design must satisfy the applicable requirements of law and also must be a correct application of the skills and knowledge of the profession. It should be emphasized that the results of faulty design may be injurious not only to the person who engages the architect but also to third parties who inhabit or use the building.

Second, regulation protects the consumer of services rendered by architects. The necessity of ensuring that those who hire architects are protected from incompetent or dishonest architects is self-evident.

CAB is one of the boards, bureaus, commissions, and committees within the Department of Consumer Affairs (DCA), which is part of the State and Consumer Services Agency under the aegis of the Governor. DCA is responsible for consumer protection and representation through the regulation of licensed professions and the provision of consumer services. While DCA provides administrative oversight and support services, CAB has policy autonomy and sets its own policies, procedures, and regulations.

CAB is composed of ten members: five public and five architects. The five architect members are all appointed by the Governor. Three of the public members are also gubernatorial appointees; while one public member is appointed by the Assembly Speaker and the other is appointed by the Senate Rules Committee. Board members may serve up to two four-year terms. Board members fill non-salaried positions but are paid \$100 a day for each meeting day they attend and are reimbursed travel expenses.

Effective July 1, 1997, the Board of Landscape Architects' regulatory programs came under the direct authority of DCA. During the period of July 1, 1997 through December 31, 1997, CAB exercised all delegable powers under the provisions of an interagency agreement between CAB and DCA. Effective January 1, 1998, CAB assumed administrative responsibility for regulating landscape architects. Under the enabling legislation, the Legislature created the Landscape Architects Technical Committee (LATC) which acts in an advisory capacity to CAB. The Committee, which consists of five licensed landscape architects, performs such duties and functions that have been delegated to it by CAB.

Background on Strategic Planning

To meet the changing demands of an increasingly diverse population, growing interstate and international economic transitions, and changing public expectations, CAB takes an active role in planning its future. Like other regulatory agencies, CAB must be responsive to the public interest while at the same time working within resource constraints.

CAB first convened a special meeting of its members and senior staff on October 17 and 18, 1994, to conduct a strategic planning process for the organization. CAB spent the next six months refining the plan and developing an action plan to implement the goals the organization had identified as central to meeting its mission and vision. On April 19, 1995, CAB approved its first strategic plan. CAB reviews and amends the plan annually and the CAB Executive Committee monitors plan implementation on a regular basis.

In each subsequent year, CAB has reviewed and updated the strategic plan in response to changing conditions, needs, and priorities. At each session, the Board reviews progress on objectives over the previous year, updates the environmental scan in response to changing economic and technological climates, reviews its mission and values statements, and strategizes to meet the challenges of the coming year.

CAB's committees and task forces are charged with developing detailed descriptions of the key strategies used to implement each objective.

The LATC develops its own strategic plan for regulating landscape architects. Its plan is reviewed and approved by CAB, and the LATC is responsible for implementing its own strategic plan. The LATC adopted its first strategic plan on April 16, 1998; subsequently, the LATC strategic plan was approved by CAB at its meeting on May 14, 1998. The LATC continues to update its plan annually.

CAB External Environment

In developing its strategic plan, CAB assesses the external factors which significantly impact the field of architecture in general and CAB's mission in particular. The nine external factors identified at the sessions are:

- Consumer and client issues
- Architectural practice
- Architectural education and training
- Construction industry
- Economy
- Government approach
- Interstate and international practice
- Demographics
- Information technology

Although these external factors influence architecture throughout the U.S., the setting for architectural practice in California is distinct from that of other states in terms of the breadth, magnitude, and complexity of the individual circumstances that create its context. California's physical size, large and diverse

population, varied landscape and climate, high seismicity, distinctive legal framework, and massive economy create an unusually demanding context for architectural practice.

Additionally, the varying interplay of these conditions for specific projects gives rise to more complicated settings for the conduct of architectural practice in this state. These factors are delineated in detail in Appendix B beginning on page 24.

In 2001, CAB conducted a job analysis survey of the profession to identify and quantify the minimum architectural skills and competencies necessary to ensure the public health, safety, and welfare. The survey results assigned top importance to issues that related to (in order of importance):

- Laws, codes, regulations, and standards
- Communication of design solutions for project implementation
- Relationships with relevant regulatory agencies
- Role of architect in relation to client and users
- Program information related to design solution
- Integration of appropriate building systems and materials
- Relationships with consultants and team members

A review of these items revealed that laws, codes, regulations, and standards ranked highest in this latest survey, followed by design solutions and scope, and architect's role in relation to regulatory agencies and client. Water infiltration followed by codes and regulations ranked highest in a survey conducted more than a decade earlier. This suggests that the profession is becoming more sophisticated and is accepting an expanded level of challenge. Building mechanics and technical considerations are still very important, but they have been joined by concerns dealing with universal design, regulations and regulatory agencies, and the expanding role of the architect as he/she interacts with clients, users, and other consultants.

In 2007, CAB conducted another job analysis survey of the profession which was used to develop a new test plan and examination items for the California Supplemental Examination (CSE).

Key Strategic Issues

While discussing the external environment, a number of issues were identified by CAB in the areas of education, experience, examinations, and the current supply of architects. CAB recognizes that these broader issues are interrelated and require attention. CAB has identified six specific key issues facing the organization: enforcement, post-licensure competency, internship, information technology, education, and the National Council of Architectural Registration Boards' (NCARB) relations. CAB determined the details of each issue and methods by which it may address each of them.

ENFORCEMENT

CAB's enforcement staffing and budget have increased, with more resources dedicated to setting professional standards and investigating consumer complaints. The Joint Committee on Boards, Commissions & Consumer Protection has recommended that CAB ensure that a greater percentage of its budget be applied toward enforcement.

While the Regulatory and Enforcement Committee (REC) has made great strides in improving the complaint handling and disciplinary processes, complex policy questions regarding responsible control and construction observation need to be addressed. Other key enforcement issues include:

- Compliance with building codes especially those affecting occupant health and safety and accessibility for people with disabilities;
- Potential increase in unlicensed practice activity;
- Rules governing architectural business names and use of the terms "architect," "architecture," and "architectural," as well as associations of licensed architects with unlicensed individuals; and
- Definition of responsible control in light of building information modeling (BIM), electronic document preparation, geographically remote project staff, etc.

POST-LICENSE COMPETENCY

In fall 1998, CAB conducted five customer focus group meetings to gather broad-based input for the annual update of the Board's strategic plan. During the focus group meetings, some questions were raised about the post-licensure competency of architects. As a result, the Board created the Task Force on Post-Licensure Competency to study this issue, to consider CAB's role in ensuring licensees' continued competency, and to investigate possible solutions, including the possibility of mandatory continuing education for all California-licensed architects.

In March 2000, CAB contracted with Professional Management and Evaluation Services, Inc., to conduct a scientifically-defensible statewide study of the post-licensure competency and professional development of California architects in order to provide CAB with valid and reliable data upon which to make future policy decisions about these issues.

The survey was sent to California-licensed architects; allied design professionals (engineers and landscape architects); California general building contractors; regulators (building officials, plan checkers, and planners); end-users (clients and developers); and forensic, insurance, and legal professionals. Numerous scientific analyses were conducted to determine that the data were reliable.

Based on the results of the survey and the recommendations of the Task Force on Post-Licensure Competency, CAB concluded that: 1) overall, California architects did not have serious or significant post-licensure competency problems; 2) at the present time, a broad-based, mandatory continuing education program was not warranted; and 3) CAB will continue to review the need for targeted actions to correct or improve identified areas of potential competency problems as they relate to public health, safety, and welfare. The identified areas of potential competency problems include:

- Coordination of consultants' work products to avoid conflicts in documentation and additional costs and time delays;
- Appropriate review and check of documents to avoid design conflicts, schedule delays, and increased costs;
- Appropriate observation procedures during site visits to identify potential construction problems and avoid added cost and time;
- Clear communication of technical instructions, design decisions, and changes to consultants in a timely manner to minimize errors and to meet schedule;
- Code issues that span multiple areas; and
- Business/contract management competency.

INTERNSHIP

Over the years, CAB has sought to set appropriate standards of entry into the practice in order to balance the need to protect the public with the need to ensure that unreasonable barriers to entering the practice are not established. CAB is concerned about the minimum level of competency of its candidates as derived through their internship. Virtually all architectural licensing boards have a three-year experience requirement in addition to the five-year educational requirement (or the equivalent). Presently, 49 U.S. jurisdictions require completion of the Intern Development Program (IDP) as prescribed by NCARB. Completion of IDP not only helps ensure the minimal competence of architectural candidates, but also facilitates interstate and international practice.

CAB has determined the public would benefit from a required structured internship program. The goals of such a program are to: 1) improve the competency of entry-level architects, and 2) facilitate reciprocity. To this end, CAB sought regulatory changes to require completion of IDP effective January 1, 2005. In response to concerns over the "seat-time" (number of hours) nature of IDP, CAB also implemented a requirement for a component, which provides evidence and documentation regarding the intern's experience. The evidence-based program developed by CAB is called Comprehensive IDP (CIDP).

In 2006, CAB held a workshop titled *Preparing Candidates for Successful Internships* to solicit perspectives from educators and practitioners regarding how to best prepare candidates for successful internships and, ultimately, for careers in architecture.

As a result of recent changes made by NCARB to IDP, CAB continues to assess its internship requirement.

INFORMATION TECHNOLOGY

Rapid changes in information technology continue to have dramatic impact on the profession of architecture. As the profession adapts to these changes, CAB needs to monitor how changes in practice necessitate changes in regulation. Electronic seals, plan checking, permitting, and data transfer are some of the issues CAB must address. Additionally, the increased use of BIM has raised questions of responsibility, control of documents, and quality of work.

CAB must continue to utilize the most advanced technologies to manage and improve its internal operations. The Governor has made “electronic government” (e-government) a priority, so CAB must be prepared to address electronic application filing, license renewal, and expanded information dissemination.

CAB charged the REC with continuing to monitor the impact of emerging technologies in the field of architecture on CAB’s ability to ensure public health, safety, and welfare.

EDUCATION

CAB’s main area of responsibility regarding education is the establishment of requirements for licensure. CAB currently requires five years of educational equivalents as a condition for licensure, but defines educational equivalents in a number of ways, including work experience under an architect.

CAB’s role with architectural education is identified as:

- Setting educational requirements for licensure in California.
- Influencing national education policy through collateral organizations.
- Providing students and candidates information on licensing.
- Serving as an information resource to the state’s architectural education community.

CAB has determined that the state’s architectural schools comprise one of its key constituent groups. The October 1999 Education Summit identified the need for CAB to establish an ongoing relationship with the state’s architectural programs to coordinate communication and to provide needed information. CAB held the 2001 Education Forum in conjunction with The American Institute of Architects, California Council’s (AIACC) Monterey Design Conference at the Asilomar Conference Center. The Education Forum reinforced the belief that CAB should continue to work in partnership with schools of architecture and the AIACC to facilitate information exchange and problem solving. The 2002 Architectural Educator/Practitioner Workshop, held in October at Woodbury University, also showed the value in collaborating with schools. CAB also held an Architectural Educators/Practitioners Workshop in February 2006 at California State Polytechnic University, Pomona. CAB will continue to fine-tune its relationship with the schools and work to better inform students about licensure, professional practice, and the Board.

NCARB RELATIONS

CAB's goal is to influence NCARB's decision-making to benefit its constituency – the public of California. That public includes licensees who are certificate holders, candidates who are taking the national exam, and interns participating in IDP. To that end, CAB members devote hundreds of hours working on NCARB committees creating the exam, improving IDP, negotiating international agreements, etc. At the same time, CAB provides input on how it believes NCARB can build on its successes and continue to improve. Fortunately, the NCARB Board of Directors and their staff have become more responsive and are moving to improve their services, but CAB feels more needs to be done.

CAB continues to seek leadership positions and build on relationships established by previous Board members and to increase its presence on NCARB committees and on the NCARB regional counterpart, the Western Conference of Architectural Registration Boards (WCARB). CAB will continue to work with other large states (e.g., Florida, Texas, New York) and with WCARB member boards, recognizing common ground in practice and recognizing reciprocity as an issue of consumer protection.

Mission

The mission of the CAB is to protect the public health, safety, and welfare through the regulation of the practice of architecture and landscape architecture in the state by:

- Ensuring that those entering the practice meet standards of competency by way of education, experience, and examination;
- Establishing standards of practice for those licensed to practice;
- Requiring that any person practicing or offering to practice architecture be licensed;
- Protecting consumers and users of architectural services;
- Enforcing the laws, codes, and standards governing architectural practice in a fair, expeditious, and uniform manner;
- Empowering consumers by providing information and educational materials to help them make informed decisions; and
- Overseeing the activities of the LATC to ensure it regulates the practice of landscape architecture in a manner which safeguards the well being of the public and the environment.

Vision

CAB will play a major role in ensuring that architects provide quality professional services.

- California architects will possess the knowledge, skills, and abilities enabling them to meet the expectations of clients and consumers.
- California architects will be competent in all areas of practice and will adhere to professional standards of technical competency and conduct.
- Candidates will have access to the necessary education and training opportunities.
- Consumers will have access to an adequate supply of architects and will have the information they need to make informed choices for procuring architectural services.

Values

CAB will strive for high quality in all its programs, making it an effective and efficient architectural regulatory organization.

To that end, CAB will:

- Be participatory, through continuing involvement with NCARB and other organizations;
- Be professional, by treating all persons who interact with CAB as valued customers;
- Focus on prevention, providing information and education to consumers, candidates, clients, licensees, and others;
- Be progressive, utilizing the most advanced means for providing services; and
- Be proactive, exercising leadership among consumer protection and professional practice groups.

Goals

CAB has established six goals, which provide the framework for the results it wants to achieve in furtherance of its mission.

PROFESSIONAL QUALIFICATIONS

Ensure the professional qualifications of those practicing architecture by setting requirements for education, experience, and examinations.

PRACTICE STANDARDS

Establish regulatory standards of practice for California architects.

ENFORCEMENT

Protect consumers by preventing violations and effectively enforcing laws, codes, and standards when violations occur.

PUBLIC AND PROFESSIONAL AWARENESS

Increase public and professional awareness of CAB's mission, activities, and services.

ORGANIZATIONAL RELATIONSHIPS

Improve effectiveness of relationships with related organizations in order to further CAB's mission and goals.

ORGANIZATIONAL EFFECTIVENESS AND CUSTOMER SERVICE

Enhance organizational effectiveness and improve the quality of customer service in all programs.

Constituencies and Needs

As indicated in the table below, CAB has different constituencies who depend on it for meeting their various needs. In addition, CAB obtains useful information and feedback from these groups that helps to further its mission.

INDIVIDUALS	CONSTITUENCY NEEDS	CONSTITUENCY CONTRIBUTIONS
Public – users of facilities	Safety, welfare, accessibility to persons with disabilities, and recourse	Comments on the quality of services rendered
Clients – procurers of services	Enforcement, regulation of practice, and recourse, qualified architects	Comments on the quality of services rendered
Students	Information and coordination with schools, and preparation for CIDP/IDP	Comments about the clarity of the licensing process
Candidates	Fair exams, access to licensure, and information	Comments about the clarity of the licensing process
Interns	Fair exams, access to licensure, and information	Comments about the clarity of the licensing process, regulation of the profession and practice trends
Licensees	Regulation of practice and unlicensed practice and information	Comments about the clarity of the licensing process
Building Officials	Maintaining standards, regulation, and information	Comments regarding the quality of projects submitted by registered architects
ORGANIZATIONS	CONSTITUENCY NEEDS	CONSTITUENCY CONTRIBUTIONS
Legislature	Protection of the public interest and efficient administration of program	Comments on clarity, fairness and appropriateness of regulation
Executive Branch	Protection of the public interest and efficient administration of program	Comments on clarity, fairness and appropriateness of regulation
Office of Emergency Services	Screening and recruitment of inspectors and response to declared emergencies	Comment on public health, safety and welfare issues
Federal Emergency Management Agency	Support and information	Comment on public health, safety and welfare issues
Seismic Safety Commission	Information dissemination, collaboration, setting minimum practice standards, and response to earthquakes	Comment on public health, safety and welfare issues
Division of the State Architect	Support and information	Comment on public health, safety and welfare issues

Constituencies and Needs (cont.)

ORGANIZATIONS	CONSTITUENCY NEEDS	CONSTITUENCY CONTRIBUTIONS
California Building Officials (CALBO) and Office of Statewide Health, Planning, and Development	Information and coordination	Comment on public health, safety and welfare issues
NCARB	Information, participation, and support	Information and support
AIA; AIACC; and other professional architectural organizations	Regulation of the profession, information, and interstate/international reciprocity	Information and support
Architectural Schools	Information and coordination	Information and support
Association of Collegiate Schools of Architecture	Information and coordination	Enforcement of Architects Practice Act provisions
DCA	Support and information	Information and support
Office of the Attorney General	Information and coordination	Information and support
Board for Professional Engineers, Land Surveyors, and Geologists	Information and coordination	Information and support
Contractors State License Board	Information and coordination	Information and support

Action Plan

The Action Plan is a dynamic framework for the many activities CAB performs in promoting and meeting its goals. The goals and objectives are assigned to committees, subcommittees, task forces, staff, or individuals as appropriate who create more detailed action plans in order to meet the goals and objectives set by CAB.

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Organizational Effectiveness and Customer Service	19

Professional Qualifications

GOAL: Ensure the professional qualifications of those practicing architecture by setting requirements for education, experience, and examinations.

ONGOING RESPONSIBILITIES

Analyze and recommend educational and experience requirements.

Work toward interstate/international reciprocal recognition with other architectural registration jurisdictions.

Review and make recommendations to revise the Architects Practice Act and CAB's regulations to reflect current practice.

Provide advice and input to the academic community and National Architectural Accrediting Board (NAAB) regarding the quality and comprehensiveness of architectural curricula.

Oversee the content, development, and administration of the CSE.

Review the Architect Registration Examination (ARE) and the CSE to ensure they fairly and effectively test the knowledge, skills, and abilities of importance to architectural practice in California.

Administer CIDP/IDP.

Work with NCARB, AIA/AIACC to refine CIDP/IDP as appropriate.

Explore ways to incorporate and emphasize knowledge of building codes and accessibility requirements in CIDP/IDP, ARE, and CSE, specifically Business and Professions Code section (BPC) 5550.1.

Monitor sustainable development and green building trends and the importance of these issues to consumers.

Monitor implementation of the Certified Access Specialist Program.

LEAD RESPONSIBILITY

Professional Qualifications Committee

Professional Qualifications Committee

Professional Qualifications Committee

Professional Qualifications Committee

Examination Committee

Professional Qualifications Committee/
Examination Committee

Professional Qualifications Committee

Professional Qualifications Committee

Professional Qualifications Committee/
Examination Committee

Professional Qualifications Committee

Professional Qualifications Committee

OBJECTIVES

1. Monitor the development and administration of the new computer-based CSE.
2. Pursue the elimination of IDP sunset date (BPC section 5552.5) from the Architects Practice Act.
3. Develop recommendation regarding the continuance of CIDP in light of the changes made to NCARB's IDP and other related factors.

LEAD RESPONSIBILITY

Examination Committee

Professional Qualifications
Committee

Professional Qualifications
Committee

TARGET DATE

December 2011

December 2011

December 2011

OBJECTIVES (cont.)**LEAD RESPONSIBILITY****TARGET DATE**

- | | | |
|--|---------------------------------------|---------------|
| 4. Continue the dialogue with AIACC and the educational institutions regarding the scope of architectural educational programs, preparation of students for architectural licensure, and the supply of architects. | Executive Committee | June 2012 |
| 5. Develop a continuing education strategy and framework based on NCARB research and data. | Professional Qualifications Committee | December 2012 |
| 6. Encourage DCA to seek legislation to amend BPC section 30 to accept individual taxpayer identification numbers in lieu of social security number requirement for foreign-licensed professionals. | Professional Qualifications Committee | December 2012 |
| 7. Address CSE content and align with CAB and NCARB practice analyses. | Examination Committee | January 2014 |

Practice Standards

GOAL: Establish regulatory standards of practice for California architects.

ONGOING RESPONSIBILITIES

Identify areas of practice that require attention by CAB and make recommendations for revising standards of practice contained in the Architects Practice Act and regulations.

Monitor methods of practice and proposed changes in laws that may impact architectural practice and assess their impact on the regulatory process.

Review need to enact additional rules of professional conduct.

Monitor impact of emerging technology and global trends on goals and objectives.

Monitor impact of building code adoption and analyze implications on exemptions defined in BPC section 5537, as it relates to materials and methods of construction.

Monitor the application of alternative project delivery methods and tools for their potential effect on the public's health, safety, and welfare.

Communicate with building officials regarding the statutory requirements for architects' stamps and signatures.

LEAD RESPONSIBILITY

Regulatory & Enforcement Committee

Regulatory & Enforcement Committee

Regulatory & Enforcement Committee

Regulatory & Enforcement Committee

Regulatory & Enforcement Committee

Regulatory & Enforcement Committee

Regulatory & Enforcement Committee

OBJECTIVES

1. Develop a strategy for working with the League of California Cities and the California Chapter American Planning Association to inform them of Architects Practice Act requirements.
2. Determine the appropriateness of "gag" clauses in civil settlement agreements.

LEAD RESPONSIBILITY

Regulatory & Enforcement Committee

Regulatory & Enforcement Committee

TARGET DATE

December 2011

December 2011

Enforcement

GOAL: Protect consumers by preventing violations and effectively enforcing laws, codes, and standards when violations occur.

ONGOING RESPONSIBILITIES

Coordinate efforts with NCARB on regulatory and enforcement issues.

Oversee effectiveness of building official contact program.

Actively enforce laws and regulations pertaining to unlicensed activity.

Monitor impacts of new technology on enforcement procedures.

Implement identified alternative enforcement tools.

Review literature regarding the impact of technology on the profession.

Maintain CAB presence at CALBO and International Code Council (ICC) chapters.

Monitor the enforcement of penalties and continue to explore creative ways of collecting fines due.

Monitor DCA's enforcement legislation.

LEAD RESPONSIBILITY

Regulatory & Enforcement Committee

Regulatory & Enforcement Committee

Regulatory & Enforcement Committee/Staff

Regulatory & Enforcement Committee

Regulatory & Enforcement Committee

Regulatory & Enforcement Committee

Regulatory & Enforcement Committee

Regulatory & Enforcement Committee

Regulatory & Enforcement Committee

OBJECTIVES

1. Participate in the DCA Enforcement Academy.
2. Execute new architect consultant contract.
3. Review and make recommendation regarding DCA's proposals (Senate Bill 1111).
4. Review DCA's best practices, analyze, and adjust CAB's enforcement procedures where appropriate.
5. Utilize DCA recommended enforcement performance measures as appropriate.
6. Review, update, and publish Consumer's Guide to Hiring an Architect.
7. Monitor fingerprint requirement for licensees to determine its potential application to CAB.

LEAD RESPONSIBILITY

Staff

Staff

Regulatory & Enforcement Committee

Regulatory & Enforcement Committee

Regulatory & Enforcement Committee

Regulatory & Enforcement Committee

Regulatory & Enforcement Committee

TARGET DATE

March 2011

June 2011

September 2011

December 2011

December 2011

December 2011

December 2011

Public and Professional Awareness

GOAL: Increase public and professional awareness of CAB's mission, activities, and services.

ONGOING RESPONSIBILITIES

Monitor CAB Communications Plan and recommend expanded communication vehicles as needed.

Disseminate information to licensees, candidates, consumers, government agencies, students, schools, and others.

Fine tune, update, and promote written materials and CAB's Web site.

Maintain a presence at schools of architecture to inform students about licensing requirements.

Use CAB newsletter to communicate with licensees on such topics as: 1) changes in state regulations, including building code changes, access compliance, and license requirements; and 2) current and upcoming issues such as BIM, IDP, integrated project delivery (IPD), sustainable design, etc.

Implement recommendations for greater use of electronic communication.

Continue CAB's school and student outreach programs.

LEAD RESPONSIBILITY

Communications Committee

Staff

Communications Committee

Staff

Communications Committee

Communications Committee

Communications Committee

OBJECTIVES

1. Expand the consumer content on CAB's Web site.
2. Formulate a communications strategy informing consumers via chambers of commerce on value of licensure, importance of a contract, etc.
3. Formulate a communications strategy informing deans, professors, and students of universities and community colleges of the value of an architect license.

LEAD RESPONSIBILITY

Communications Committee/
Regulatory & Enforcement
Committee

Communications Committee

Communications Committee

TARGET DATE

December 2011

December 2011

December 2011

Organizational Relationships

GOAL: Improve effectiveness of relationships with related organizations in order to further CAB's mission and goals.

ONGOING RESPONSIBILITIES

Maintain working relationship with NCARB.	Executive Committee
Maximize involvement in NCARB and WCARB and obtain appointments to committees and elected office positions.	Executive Committee
Maintain working relationship with AIA, AIACC, and other professional architectural organizations.	Executive Committee
Work with AIACC to advance CAB's goals and objectives.	Executive Committee
Maintain working relationship with DCA and other state agencies.	Executive Committee
Maintain communications with allied organizations (i.e., contractors, engineers, building officials, and insurance providers).	Executive Committee
Maintain communication with educational community through liaison program.	Executive Committee
Recruit qualified potential representatives for CAB committees.	Executive Committee
Maintain relationships with major organizations representing primary constituencies including CAB Board member liaisons as needed.	Executive Committee
Monitor proposed legislation which directly or indirectly affects architectural practice.	Executive Committee
Ensure programs, activities, and services are accessible to persons with disabilities.	Staff
Integrate best practices, relevant information, and strategies between CAB and LATC.	Staff
Continue to hold CAB meetings at campuses, including community colleges; engage faculty in dialogues regarding the value of licensure.	Executive Committee

LEAD RESPONSIBILITY

OBJECTIVES

OBJECTIVES	LEAD RESPONSIBILITY	TARGET DATE
1. Implement Board Liaison Program with identified targeted organizations (e.g., building officials) including report backs to allow greater visibility and collaboration and foster two-way communication.	Executive Committee	December 2011
2. Establish a CAB liaison to participate in AIACC discussions related to IPD.	Regulatory & Enforcement Committee	December 2011
3. Participate in AIACC discussions on key practice issues.	Executive Committee	December 2011
4. Continue dialogue on enforcement issues involving CALBO, the Division of the State Architect, the Occupational Safety and Health Administration, the Board for Professional Engineers and Land Surveyors, and others, with the goal of improving the effectiveness of enforcement procedures.	Executive Committee	June 2012

Organizational Effectiveness and Customer Service

GOAL: Enhance organizational effectiveness and improve the quality of customer service in all programs.

ONGOING RESPONSIBILITIES

Monitor legislation that impacts architectural practice as it relates to the public health, safety, and welfare.

Monitor implementation of CAB strategic plan.

Monitor and identify changes and trends in practice.

Monitor and improve customer service.

Monitor and improve organizational effectiveness.

Utilize former CAB members on committees and task forces to maintain organizational memory.

Conduct new CAB Board member orientation program through one-on-one sessions, printed materials, and use of veteran members as "mentors."

Conduct annual budget briefing sessions.

Monitor State budget conditions and maintain clear budget priorities.

Utilize benchmarking and best practices research, as appropriate.

Initiate specialized staff training to support strategic plan implementation.

Link strategic plan, budget, and evaluation.

Utilize Web site to solicit feedback from licensees.

Develop succession plans for key staff positions.

Continue efforts to make CAB operations open and transparent to the public.

LEAD RESPONSIBILITY

Executive Committee

Executive Committee

Executive Committee

Executive Committee

Executive Committee

Executive Committee

Executive Committee

Executive Committee

Executive Committee

Executive Committee

Staff

Executive Committee

Communications Committee

Staff

Executive Committee

OBJECTIVES

1. Publish CAB meeting packets and approved meeting minutes on Board's Web site.

2. Recommend re-staggering of Board member terms, through the Sunset Review process.

3. Complete sunset review process.

4. Review committee appointment and membership procedures and charges, and make recommendations for improvement, including training.

5. Identify and implement best practices and cost-saving measures.

LEAD RESPONSIBILITY

Staff

Executive Committee

Executive Committee

Executive Committee

Executive Committee

TARGET DATE

June 2011

December 2011

December 2011

December 2011

January 2012

Performance Measures

CAB measures its performance by the (1) competence of the architects it licenses, (2) quality of services CAB provides, and (3) competitiveness of the marketplace.

COMPETENCE OF ARCHITECTS

Architects are expected to possess certain knowledge, skills, and abilities. Consumers and clients desire architectural services to be delivered by well-qualified architects. These are the qualities an architect should possess to meet those expectations. CAB's role is to focus on those areas that directly impact public health, safety, and welfare.

TECHNICAL EXPERTISE

- Ability to prepare a clear and complete set of working drawings
- Ability to take a concept and work with the client to get it built
- Knowledge of regulatory requirements, including safety, access, and code issues
- Project sustainability
- Understanding of building systems, including materials, structures, and technologies
- Knowledge of how a building is built

LEGAL AND ETHICAL PERFORMANCE

- Knowledge of legal requirements
- Utilize written contracts
- Follow rules of conduct
- Meet contractual obligations

COMMUNICATION SKILLS

- Graphic communication skills
- Oral communication skills
- Written communication skills

CREATIVE ABILITIES

- Design ability, creativity, and knowledge of current design trends

LEADERSHIP SKILLS

- Community leadership
- Project management
- Consensus building

MANAGEMENT SKILLS

- Budget and financial management
- On-time delivery
- Contract administration

CAB can utilize the following methods and benchmarks to measure whether it is improving the competence of California architects:

- Number and type of complaints
- Focus group meetings with various constituent and user groups
- Building official surveys

QUALITY OF CAB SERVICES

CAB has many constituencies it must serve. They are delineated in the Constituencies and Needs section beginning on page 10. One of CAB's goals is to enhance organizational effectiveness and improve the quality of customer service in all programs.

The following methods and benchmarks can provide a basis to measure CAB's performance:

- Number and type of complaints
- Focus group meetings with various constituent groups
- Building official surveys

COMPETITIVENESS OF THE MARKETPLACE

CAB needs to ensure that consumers operate in a fair, competitive marketplace that provides them with a choice of qualified architects. CAB must protect the public's health, safety, and welfare while being careful not to over-regulate the marketplace. It appears that CAB has not set unreasonable barriers to entering the practice given the large number of architects available.

The following methods and benchmarks can provide a basis to measure CAB's performance:

- Comparison with other jurisdictions (per capita, distribution, etc.)
- Exam pass rates
- Trends
- Number of qualified architects

Appendices

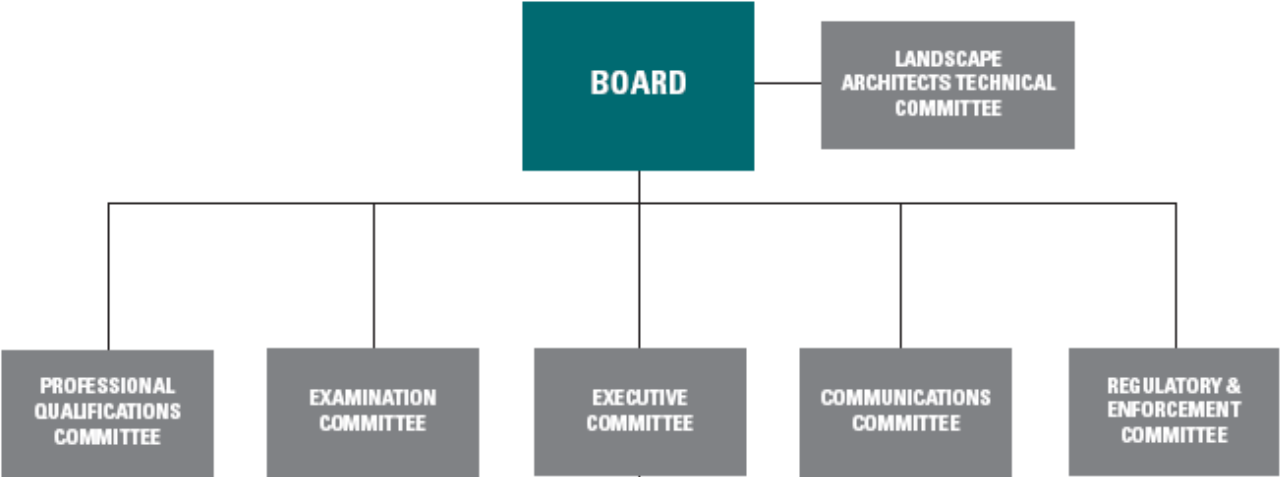
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Organizational Structure

CAB has developed the organizational structure below to implement its strategic plan. CAB will establish subcommittees and task forces as needed.



External Factors Influencing CAB

Every annual update to CAB's strategic plan is preceded by an environmental scan. From an examination of CAB's external environment CAB members and staff identify the potential issues and challenges, which may affect CAB's ability to carry out its mission over the long term. The following trends and assumptions help form the foundation of CAB's strategic plan.

CONSUMER AND CLIENT ISSUES

- The potential expansion of public works projects will expand opportunities for architects.
- Clients of architectural services are demanding higher levels of service and quality and expect lower costs.
- Concerns about climate change and energy efficiency, drought conditions, and the environment have made green building standards a mainstream issue. Increasingly, clients are demanding that architects utilize "sustainable" or "green" building materials and strategies.
- Demand for application of sustainable design practices and use of sustainable materials and technologies will require architects and other design professionals to acquire relevant knowledge and skills.
- Clients are increasingly awarding jobs based on competitions, ultimately affecting the quality of products and services.
- New computer software has resulted in more clients attempting drawings or other aspects of architecture on their own, without the use of a licensed architect.

ARCHITECTURAL PRACTICE

- The trend toward specialization in architectural practice will continue.
- Fewer practitioners have close ties to academia than in years past.
- The increasing use of alternative project delivery, including IPD and the application of BIM, will impact the assignment of responsible control and liability.
- The use of public/private partnerships is increasing in light of public sector budget constraints.
- The growing number of unlicensed professionals facilitating the application of IPD and BIM may have negative implications for project quality.
- More architects are practicing outside the limits of their primary expertise.
- International practice opportunities are increasing.
- Potential gaps in the supply of architects resulting from the recent economic downturn may lead to an increase in unlicensed practice in the future.
- The marketplace is experiencing increased pressures to lower fees, increase services, and operate in a compressed time frame environment.
- Changes in technology, alternative project delivery methods, regulations, among other factors, continue to redefine the standard of care.
- The ability to practice architecture is increasingly restricted by the ability to obtain professional liability insurance.
- Use of the legislative process to impact architectural practice is increasing.
- Construction defect liability is an issue in the Legislature.
- The number of turn-key and design/build projects continues to increase, thereby increasing potential conflicts of interest between contractors and owners. Responsible control is taken out of the hands of the architect and leaves the owner without a clear advocate.

- The use of program/construction managers is on the rise.
- As the role of construction manager in project delivery grows, so does the potential threat to public health, safety, and welfare, as construction managers are not regulated.
- The use of team approaches to project management and development is increasing.
- The Internet allows architects to work on projects at great distances from their home offices.
- The role of principal has evolved from mentor into business manager.
- Architects' salaries are low relative to business and high-tech fields.
- An increasing number of principals are spending less time on traditional architectural functions and more time on business development, client relations, and operating the business.
- Consolidation of architectural firms continues.
- Building security will be a growing concern in the foreseeable future.
- Increasingly, architects are signing blueprints that are created outside of their realm of observation, often outside of the country.

ARCHITECTURAL EDUCATION AND TRAINING

- The increasing cost of education is further reducing the number of architects and creating a gap between education and practice.
- License and examination fee increases, changing requirements, and modifications to exam format and structure are creating challenges for those interested in becoming licensed.
- Increasingly, architecture students are choosing not to take the licensure exam, which may reflect a change in the perception of the license as a gateway to professional practice.
- Architectural education needs to evolve to address new technologies, building systems, and practice trends.
- There is a growing need for partnership among academia, practitioners, and CAB.
- Internships will need to focus on public health, safety, and welfare items, such as construction methods, life safety, Americans with Disabilities Act compliance, and construction document coordination.
- NAAB appears to have reduced its focus on ensuring that students effectively demonstrate four of the core competencies related to architectural practice.
- Global outsourcing may reduce potential internship opportunities.
- Technology is increasingly used to provide continuing education opportunities.

CONSTRUCTION INDUSTRY

- Changes in model codes affect local standards and review processes.
- Codes remain in flux.
- Materials' specifications are changing.
- The shift to metric standard continues.
- Trend toward new configurations of professional teams to include designing, building, and construction. This can result in an unclear definition of the architect's responsibility (e.g., in relation to construction defects).
- Building technologies have remained the same, but there are changes in building materials (e.g., straw bale and adobe blocks in residential construction).
- Demand for "green" (environmentally sensitive, energy efficient) architecture is increasing.

- While the construction management function is expanding, it is still unregulated, potentially affecting the public's health, safety, and welfare.
- The construction industry lacks qualified craftspeople to meet current demands.

ECONOMY

- Economic cycles are less predictable, resulting in more rapid fluctuations affecting job security and the demand for qualified professionals.
- Fiscal conservatism continues to influence the economic decision-making of consumers and clients, resulting in fewer business opportunities for practicing architects.
- Greater competition for jobs has the potential to impact the quality of services and consumer protection.
- International investors are becoming a bigger factor in the California economy.
- Growing international practices and outsourcing of architectural services puts downward pressure on labor costs and quality of service.
- More clients are demanding faster project delivery.
- Alternative careers (e.g., entertainment, computers) are expanding.
- The economic downturn may result in the loss of quality architects from the profession.
- The quality of plan checking is likely to be affected by downsized local building departments.

GOVERNMENT

- The Sunset Review process has been re-instituted and is underway.
- Uncertainty in the political realm continues.
- State-mandated furloughs are resulting in a decrease in CAB's capacity to oversee the licensure process and enforce licensure requirements.
- Severe State budget constraints are likely to continue.
- Efforts to restructure and streamline government continue.
- In 2004, Sunset Review recommended that CAB allocate more funding towards addressing enforcement issues, diverting funding from possible research and development efforts.
- Not all reportable civil action judgments, settlements, arbitration awards, or administrative actions with values greater than \$5,000 in cases involving architects are being reported to CAB as required by law.
- Unregulated construction management may have a negative effect on architectural control.
- Electronic service delivery using the Internet is increasingly common.
- Changes in the California Legislature make it important to renew contacts and develop new relationships.

INTERSTATE AND INTERNATIONAL PRACTICE

- The practice of architecture is becoming increasingly interstate and international in nature. Architects are using foreign firms to do construction documents. The opening of the international marketplace, symbolized by the North American Free Trade Agreement and General Agreement on Tariffs and Trade, broadens the scope of trade.
- This trend increases the need for greater uniformity of licensing requirements as more out-of-state consultants are hired and technology increases the ease of communications and information transfer.

- There is increased foreign investment in California businesses and infrastructure.
- NCARB continues to emphasize consistency in licensing requirements to achieve reciprocity.

DEMOGRAPHICS

- California's population continues to become more diverse. All regions of California are projected to continue to grow.
- California's population is aging and individuals of the "baby boom" generation are beginning to retire, resulting in a decrease in the number of experienced, practicing architects.
- California's population is growing in high-risk areas (e.g., flood plains, earthquake-prone regions).
- California's infrastructure, roads, utilities, and housing supply are not keeping pace with its growing population.
- Increased elderly and young populations affect needed services.
- Increased cultural diversity affects consumers, regulators, and the education system.
- Increase in population affects natural resources (e.g., air, water, and space), infrastructure, and the education system.

INFORMATION TECHNOLOGY

- Electronic technology greatly expands both opportunities and challenges for communication and control over the preparation of technical documents.
- Technology also impacts the regulatory environment, as products such as engineering software and prototype plans become increasingly available.
- Changes in technology necessitate changes in regulation of architects to address issues such as computer-aided design, supervision/apprenticing of interns, etc.
- Technology has put less emphasis on paper documents.
- Some architects lack technological competency. Their challenge is to learn how to manage and regulate the technology properly.
- Technological innovations in modeling and engineering have created opportunities for new designs and new structures.
- Technology is impacting record documentation and the assignment of liability and negligence.
- Web-based project management will continue to impact project delivery, thereby making document control, accuracy, and integrity more critical.
- The adoption of BIM techniques has introduced new concerns regarding consumer protection and user safety in buildings.

Communications Plan

To support its strategic priorities, the California Architects Board (CAB) conducts information and outreach activities. This plan presents key messages, existing communications channels, and preliminary strategies for improving external communications.

AUDIENCES

CAB provides information to six main audiences:

- Consumers (clients of architects)
- Candidates and pre-candidates (interns and students)
- Professionals (licensed architects)
- Building officials
- Allied professionals (other design and construction professional associations and licensing boards)
- Architectural education community

CONSUMERS (CLIENTS OF ARCHITECTS)

Messages and Key Information

Consumers need information on how to choose the right architect and how to address complaints during or after projects. Other important consumer information includes:

- Guidelines on hiring architects, including criteria
- Consumer rights
- Assistance available from CAB

This information requires greater visibility and needs to be targeted more directly to specific audiences based on the importance of data as it relates to the public's health, safety, and welfare.

Existing Communications Channels

- Consumer's Guide to Hiring an Architect (print and Web site)
- Information sheets (print and Web site)
- Post-disaster forums and press releases
- Press releases

Preliminary Strategies

- Articles in trade association and consumer magazines
- Articles in local newspapers (home sections)
- Outreach via related associations, such as local boards of realtors
- Liaison with Department of Consumer Affairs (DCA)

CANDIDATES AND PRE-CANDIDATES (INTERNS AND STUDENTS)

Messages and Key Information

Candidates for examinations and those considering the profession need accurate, timely information. Students need information and guidance about the necessary requirements of the practice of

architecture, and exam candidates need detailed information about the licensure process to avoid costly mistakes. Other important information includes:

- Education requirements
- Experience requirements
- Written and supplemental examination requirements
- License requirements
- Practice limitations for those without licenses
- Background on CAB
- Standards of practice information
- Other states' requirements (e.g., in regard to reciprocity)

Existing Communications Channels

- Architectural Careers Web site and bookmark
- Candidate's Handbook (Web site)
- Comprehensive Intern Development Program (CIDP) Handbook
- National Council of Architectural Registration Boards Web site and documents
- The American Institute of Architects, California Council (AIACC), Construction Specifications Institute (CSI), and Society of American Registered Architects (SARA) meetings, chapter meetings, and publications
- Seminar presentations

Preliminary Strategies

- Expand information and applications available on CAB's Web site
- Provide more information to students and provide it earlier in their educational endeavors
- Create and distribute a poster to schools to display information referencing CAB's Web site and available publications

PROFESSIONALS (LICENSED ARCHITECTS)

Messages and Key Information

Licensed professionals require up-to-date information to stay current in the field and provide quality architectural services. This pertains especially to sole practitioners and unaffiliated architects.

Important information topics include:

- Architects Practice Act (law and regulations)
- Standards of practice
- Disciplinary actions
- Issues of practice (e.g., codes, professional trends, etc.)

Existing Communications Channels

- CAB's quarterly newsletter (Web site)
- Architects Practice Act with Rules and Regulations (Web site)
- AIACC, CSI, and SARA meetings, chapter meetings, and publications

Preliminary Strategies

- Upgrade graphics on reports and publications
- Develop contact plan for AIACC (Executive Committee) and its chapters
- Expand publication dissemination to licensees
- Update the CIDP/IDP Communication Plan

BUILDING OFFICIALS

Messages and Key Information

Building officials need to know which plans require professionals, and who are licensed architects. Other information needed by these agencies includes:

- Architects Practice Act (laws and regulations)
- Guidance in interpreting the Act
- Licensee information
- Disciplinary actions

Existing Communications Channels

- Building Official Information Guide (print)
- Architects Practice Act with Rules and Regulations (Web site)
- California Building Officials (CALBO) meetings
- Tables at CALBO meetings
- International Conference of Building Officials (ICBO) chapter meetings
- Visits to building officials
- Annual surveys

Preliminary Strategies

- Work with ICBO to create code pamphlets

ALLIED PROFESSIONALS

(OTHER DESIGN AND CONSTRUCTION PROFESSIONAL ASSOCIATIONS AND LICENSING BOARDS)

Messages and Key Information

Professional associations for design and construction industries (e.g., contractors, engineers, geologists, and building industry associations) need to be kept informed of CAB's activities which may impact their organizations and the industries they represent. Likewise, the state licensing boards which regulate those industries need to be kept informed of activities that may impact their boards and the professions they regulate.

Existing Communications Channels

- Newsletters
- Web site
- DCA Executive Officers Council
- Web site links to affiliated professionals' Web sites

- Architectural/engineering meetings

Preliminary Strategies

- Interact with Board for Professional Engineers, Land Surveyors, and Geologists and Contractors State License Board (Executive Committee)

ARCHITECTURAL EDUCATION COMMUNITY

Messages and Key Information

California schools with architectural programs (i.e., colleges, universities, and community colleges) and high schools need to know about licensure and candidate information. These include:

- Examination/licensure requirements
- Candidate exam pass rates
- CIDP/IDP
- CAB programs

Existing Communications Channels

- Candidate's Handbook (Web site)
- Summary of Architect Registration Examination pass rates by school
- Education forums

Preliminary Strategies

- Expand education forums
- Meet at schools when possible
- Distribute CIDP Handbook

GRAPHIC STANDARDS

CAB will maintain and update its graphic standards to ensure clarity, consistency, and accuracy of information in all printed materials and publications.

WEB SITE

The Internet is being used effectively as a tool to reach all audiences through links to and from related sites. The current site functions well and has outstanding graphics. CAB will continue to improve Web site access, ease of use, and value to users.